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RESEARCH AND REFERENCE SOURCES FOR CITY ADMINISTRATORS

*What are the basic reference books, periodicals, and statistical sources in municipal administration?
What services are provided to local officials by professional organizations and university
research bureaus?*

This report has been developed to answer the need for a readily accessible guide to research and reference sources for city administrators. It has two prime goals: (1) to provide a basic bookshelf of books and periodicals, useful to the official who wishes to keep current in municipal administration and to the city that wishes to develop its own collection of basic reference materials; and (2) to suggest primary sources of information and data for planning city services.

The report has been divided into four sections. The first section is a basic collection of books and reports which the city official will find pertinent to his work. The second is a selected list of periodicals in public affairs, business, management, and general administration. The third section reviews sources of statistical data. The fourth section is a résumé of specialized research services available to city officials through professional organizations, university research bureaus, state leagues of municipalities, and other organizations.

Prime emphasis has been put on listing sources which are useful to the municipal administrator but which also recognize the broadening scope of municipal government activities. For the official who wishes to keep himself and his staff abreast of current developments in government and business, familiarity with these sources is invaluable.

Books and Reports

An endless stream of books, reports, pamphlets, and other publications is issued every year on all phases of municipal government and administration, including such corollary subjects as metropolitan areas, county government, intergovernmental relations, and federal government programs affecting cities. No city official can hope to keep up with this mass of material. A relatively small number of these publications, however, is extremely useful as reference sources for chief administrators, department heads, and other employees engaged in planning, research, and report writing. This section sets forth those sources of information that are deemed to be particularly valuable for administrators. The references listed under "Personnel," "Finance," "Planning," "Public Health," and other functional areas have been selected either to provide general background for the subject or to cover current problems that are of particular importance to the chief administrator.

It should be noted that each of the 10 training manuals published by the International City Managers' Association is listed first under appropriate headings. Each of these books has been prepared by one or more authorities in the field and has been reviewed, checked, and edited by the ICMA staff prior to publication. Although generally known as "training manuals," they are equally valuable for reference. Particularly valuable are the selected bibliography and comprehensive index in each book.

City managers seeking additional references in any field should check the appropriate subject-matter bibliography in the current edition of the *Municipal Year Book*. Bibliographies are compiled in sections on "Sources of Information" for "General," "Personnel," "Finance," "Planning," and other fields. For each edition of the *Year Book*, each bibliography is revised and brought up to date.

by the ICMA staff and then reviewed and checked by an outside specialist in the subject area. These sections are intended especially to provide current information of value to chief administrators.

The "Sources of Information" in each subject area show sources of statistics, including many census reports; selected standard references — that is, books and reports of lasting reference value that are listed in the *Year Book* for five to 10 years or more; new books, pamphlets, and reports issued during the preceding year; and selected periodicals.

Two examples will illustrate the use of "Sources of Information: General" appearing on pages 265-73 of the 1960 *Municipal Year Book*.

1. A city manager may be faced with a particularly vexing problem of relations of the city government with a sewerage district that provides services not only to the city but also to a large part of the surrounding unincorporated area. The city manager of course will check on state and local laws and other first-hand sources. In addition, however, he should take a look at the book on *Special District Governments in the United States* listed on page 268. This book was prepared by John C. Bollens of the University of California at Los Angeles, who is one of the nation's outstanding authorities in problems of urban and metropolitan government. The book has comprehensive information on the status of special district governments in all of the states as well as many practical suggestions for their improvement.

2. The city manager may be faced with the problem of a growing concentration of population living in the unincorporated area outside the city. Is annexation the answer? Incorporation? Or some other measure? The manager can get a great deal of help from *Annexation? Incorporation? A Guide for Community Action* listed on page 270 of the 1960 *Year Book*. Although limited to California experience, the book contains many useful criteria and suggestions that can be used by cities in any state. This book was deemed to be of permanent reference value and therefore is listed again on page 266 as a "Selected Standard Reference."

Finally, city officials should make it a habit to review the section on "City Hall Bookshelf" in each issue of *Public Management*. The items are selected for their value to administrators, and many are annotated, especially if the titles are not self-explanatory. Many of these publications are available at little or no cost and help in rounding out a city hall library.

The following list itself is a basic "City Hall Bookshelf" that the ICMA staff has found to be the most useful in answering MIS inquiries, preparing MIS reports, and reviewing and checking materials to be used in *Public Management* and the *Municipal Year Book*.

The City Manager Profession Series

All eight pamphlets in this series are valuable for experienced as well as new managers. Three are particularly valuable for administrative assistants and new managers: *Handbook for Councilmen in Council-Manager Cities* (1955), *Guideposts on Assuming a City Manager Position* (1957), and *The Role of the City Manager in Policy Formulation* (1958). Others in the series, all published in 1957 and 1958, are: *The Selection of a City Manager*, *Trends in Salaries of City Managers*, *City Management — A Growing Profession*, *Checklist on How To Improve Municipal Services*, and *The Role of the Assistant to the City Manager*. The pamphlets are published by the International City Managers' Association, 1313 East 60 Street, Chicago 37, and the price is \$2 each. For five or more copies of any one pamphlet, the price is \$1.50 each.

Management

The Technique of Municipal Administration. International City Managers' Association, 1313 East 60 Street, Chicago 37. Fourth edition, 1958. 441pp. \$7.50. An ICMA training manual. Organization, management, council-manager relations, programming services, research and planning, finance, personnel, legal services, and other aspects of top-management jobs.

Supervisory Methods in Municipal Administration. By Frank P. Sherwood and Wallace H. Best. International City Managers' Association, 1313 East 60 Street, Chicago 37. 302pp. \$7.50. An ICMA training manual. Analyzes the job of the supervisor and provides techniques and practices to help him to do better work in his area of management.

Management Practices for Smaller Cities. By Robert L. Brunton and Jephtha J. Carrell. International City Managers' Association, 1313 East 60 Street, Chicago 37. 1959. 430pp. \$7.50. An ICMA training manual. Guide to principles, tested practices, and procedures in the administration of small cities. Covers all major municipal activities.

Federal Activities Helpful to Communities. Government Printing Office, Washington 25, D. C. 1958. 40pp. 20 cents. Explains many and diverse programs of interest to city governments.

Federal Technical Assistance and Grant Programs of Interest to Local Governments. American Municipal Association, 1612 K Street, N.W., Washington 6, D.C. 1960. 28pp. \$3. Briefly describes the more important federal programs for cities; the administering agency; grants, aids, and loans currently available; qualifications for federal assistance; and where and how to apply. AMA plans to revise and reissue this report annually.

Information for Administrators — A Guide to Publications and Services for Management in Business and Government. By Paul Wasserman. Cornell University Press, Ithaca, New York. 1956. 375pp. \$6. Recommended for sources of information on statistical data, magazines and newspapers, trade and professional associations, business and governmental research organizations, reference books, libraries, and other sources.

Management in the Public Service: The Quest for Effective Performance. By John D. Millett. McGraw-Hill Book Company, 330 West 42 Street, New York 36. 1954. 417pp. \$5.50. Role of management in the public service from the point of view of the administrator. Stresses governmental aspects of management.

A Manual for Municipal In-Service Training. By Robert L. Brunton. International City Managers' Association, 1313 East 60 Street, Chicago 37. 1960. 40pp. \$2. How to organize a training program, advantages and disadvantages of various methods of instruction, and how to evaluate and follow up.

Monthly Administrative Reports for Cities. International City Managers' Association, 1313 East 60 Street, Chicago 37. New edition to be issued in 1961. Suggested forms for use by departmental heads in reporting monthly to the chief administrator.

Municipal Public Relations Techniques. International City Managers' Association, 1313 East 60 Street, Chicago 37. Now in preparation. Public relations programs, methods, and objectives; public relations for employees; serving various publics; press relations; and reporting media.

Public Administration. By John M. Pfiffner and R. Vance Presthus. Ronald Press, 15 East 26 Street, New York. 1953. 628pp. \$6. Among several good textbooks on public administration this one should be considered because of its careful attention to human relations, motivation, and other psychological factors of management.

Specifications for the Annual Municipal Report. International City Managers' Association, 1313 East 60 Street, Chicago 37. To be published in 1961. Copy preparation, layout, design, printing methods, and distribution. Contains specific suggestions on writing, charts and graphs, topography and layout, illustrations, and photographs.

Visual Aids for the Public Service. By Rachel Goetz. Public Administration Service, 1313 East 60 Street, Chicago 37. 1954. 89pp. \$3.25. Covers various types of audio-visual aids and their use in public relations, in-service training, public reporting, and administrative reporting. Excellent illustrations. A good how-to-do-it manual.

See current *Municipal Year Book*, "Selected Standard References: General," for more complete list.

Personnel

Municipal Personnel Administration. International City Managers' Association, 1313 East 60 Street, Chicago 37. Sixth edition, 1960. 414pp. \$7.50. An ICMA training manual. Covers organization and management, classification and pay, recruitment and testing, training, fringe benefits, employee relations, and other personnel subjects. Appendix has annotated civil service ordinance and personnel regulations.

How To Recruit and Select Policemen and Firemen. By Robert W. Coppock and Barbara Brattin Coppock. Public Personnel Association, 1313 East 60 Street, Chicago 37. 1958. 65pp. \$5. Step-by-step illustrations from advertising the vacancy to completion of the probationary period. Should be consulted in conjunction with PPA's ready-to-use tests for policemen and fire fighters.

Public Personnel Administration. By O. Glenn Stahl. Harper and Brothers, 49 East 33 Street, New York 16. Fourth edition, 1956. 628pp. \$7.50. The most comprehensive of several general texts on this subject. Based on the well-known Mosher and Kingsley text first published in 1936.

Retirement Plans for Municipal Employees. Municipal Finance Officers Association, 1313 East 60 Street, Chicago 37. 46pp. \$2.50. General considerations for establishing or revising retirement systems with particular reference to costs, funding, and benefits.

Understanding Collective Bargaining. Elizabeth Marting, editor. American Management Association, 1515 Broadway, New York 36. 1958. 415pp. \$7.50. Written for industry but useful also for cities involved in union negotiations. Clarifies the legalities, customs, and practices of a highly complex area.

See current *Municipal Year Book*, "Selected Standard References: Personnel," for more complete list.

Finance

Municipal Finance Administration. International City Managers' Association, 1313 East 60 Street, Chicago 37. Fifth edition, 1955. 461pp. \$7.50. An ICMA training manual. Organization and management, budgeting, accounting, purchasing, special assessments, property management, insurance, employee retirement, long-term financial planning, and other aspects of finance administration.

The Costs of Municipal Services in Residential Areas. By William L. C. Wheaton and Morton J. Schussheim. Government Printing Office, Washington 25, D.C. 1955. 105pp. \$2. Guide to segregating, classifying, and measuring functions and costs. Useful for studies of annexation and extending city services to unincorporated fringes.

Fundamentals of Municipal Bonds. Gordon L. Calvert, editor. Investment Bankers Association of America, 426 Thirteenth Street, N.W., Washington 4, D.C. 1959. 454pp. \$2.25. Written for bankers and investment houses but informative also for chief administrators and finance officers interested in marketing bonds.

Municipal Accounting and Auditing. Municipal Finance Officers Association, 1313 East 60 Street, Chicago 37. 1951. 250pp. \$4. Nationally recognized financial standards and procedures.

Purchasing for Small Cities. By Russell Forbes. Public Administration Service, 1313 East 60 Street, Chicago 37. 1951. 23pp. \$1. Provides ordinance, forms, and procedures for setting up a purchasing system.

Simplified Municipal Accounting; A Manual for Smaller Governmental Units. Municipal Finance Officers Association, 1313 East 60 Street, Chicago 37. 1950. 162pp. \$3.25. Simplified version of *Municipal Accounting and Auditing* listed above.

A Standard Classification of Municipal Accounts. Municipal Finance Officers Association, 1313 East 60 Street, Chicago 37. 1953. 129pp. \$3. Provides nationally recognized standards for information, control, and reporting.

See current *Municipal Year Book*, "Selected Standard References: Finance," for more complete list.

Planning

Far more publications are issued in planning than in any other area of municipal government. The following list therefore is highly selective. Other publications closely related to planning are

shown in subsequent sections on "Housing and Urban Renewal," "Traffic and Transportation," "Recreation," and "Public Libraries."

Local Planning Administration. Mary McLean, editor. International City Managers' Association, 1313 East 60 Street, Chicago 37. Third edition, 1959. 467pp. \$7.50. An ICMA training manual. Covers organization and management of planning agencies as well as all major planning areas: research methods and sources, traffic and transportation, urban renewal, recreation, public buildings, subdivisions, zoning, and so on.

Mr. Planning Commissioner. By Harold V. Miller. Public Administration Service, 1313 East 60 Street, Chicago 37. 1954. 81pp. \$1. Introduces the commissioner to his job. Shows how to establish effective working relationships between the planning commission and the planning director and staff.

Organized Industrial Districts - A Tool for Community Development. By Theodore K. Pasma. Government Printing Office, Washington 25, D.C. 1954. 111pp. 65 cents. Many cities are interested in attracting new industries. This is a how-to-do-it introduction to the subject.

Planning and Community Appearance. Henry Fagin and Robert C. Weinberg, editors. Regional Plan Association, 230 West 41 Street, New York 36. 1958. 159pp. \$3.50. Legal, planning, and administrative considerations in architectural control.

The Text of a Model Zoning Ordinance, with Commentary. By Fred H. Bair, Jr. and Ernest R. Bartley. American Society of Planning Officials, 1313 East 60 Street, Chicago 37. Second edition, 1960. 91pp. \$2. Comprehensive guide for drafting and revising zoning ordinances. Intended principally for small and medium-sized cities. All ordinance sections are annotated.

Toward New Towns for America. By Clarence S. Stein. Reinhold Publishing Corporation, 330 West 42 Street, New York 36. New American edition, 1956. 256pp. \$12.50. Shows how livable cities can be with good planning and design of residential subdivisions, civic centers, shopping districts, and other areas. Contains examples from communities that have done good planning. Well illustrated.

See current *Municipal Year Book*, "Selected Standard References: Planning," for more complete list.

Public Health

The American Public Health Association and Public Administration Service have published several manuals on measurements and standards for healthful housing that are shown in the following section on "Housing and Urban Renewal."

Administration of Community Health Services. International City Managers' Association, 1313 East 60 Street, Chicago 37. An ICMA training manual. Now being prepared by U. S. Public Health Service in cooperation with the American Public Health Association and ICMA. Guide to public health programs and activities: organization, management, personnel, finance, planning, records and administrative reporting, health education, prevention and control of disease, nursing, sanitation, and other areas.

See current *Municipal Year Book*, "Selected Standard References: Health," for more complete list.

Housing and Urban Renewal

An Appraisal Method for Measuring the Quality of Housing: A Yardstick for Health Officers, Housing Officials, and Planners: Part I. Nature and Use of the Method. 1945. 71pp. \$1. Part II. *Appraisal of Dwelling Conditions.* Vol. A, *Director's Manual.* 1946. \$3. Vol. B, *Field Procedures.* 1946. \$2. Vol. C, *Office Procedures.* 1946. \$2. Part III. *Appraisal of Neighborhood Environment.* 1950. 132pp. \$3. American Public Health Association, 1790 Broadway, New York 19. The housing code is the most widely used part of the urban renewal program. These manuals help in measuring the need for housing codes and the types of provisions needed.

The Challenge of Urban Renewal. By M. Carter McFarland. Urban Land Institute, 1200 Eighteenth Street, N.W., Washington 6, D.C. 1958. 44pp. \$3. Well-rounded introduction to the subject.

Citizens in Urban Renewal. Urban Renewal Division, Sears Roebuck and Company, 925 South Homan Avenue, Chicago 7. 1959. 40pp. Introductory statement for citizen committees and study groups. Well written and attractively illustrated.

The Human Side of Urban Renewal. By Martin Millspaugh and Gurney Breckenfeld. Fight-Blight, Inc., 306 Charles Street, Baltimore 1. 1958. 233pp. \$3. Case-history approach to the complex legal, governmental, financial, and sociological problems of carrying out successful programs of rehabilitation. City officials can learn much from the lessons provided here.

Looking Over Douglas' Shoulder. City Manager, City Hall, Douglas, Georgia. 1958. 41pp. Narrative of comprehensive program undertaken in a city of 7,400 population.

Standards of Healthful Housing: Vol. I, Planning the Neighborhood. 1948 (reprinted, 1960, with revised, annotated bibliography). 108pp. \$3. *Vol. II, Planning the Home for Occupancy.* 1950. 56pp. \$2. *Vol. III, Construction and Equipment of the Home.* 1951. 78pp. \$2. (Combined price for three volumes, \$6.) Public Administration Service, 1313 East 60 Street, Chicago 37. Standards prepared by the American Public Health Association for the dwelling and its environment.

See current *Municipal Year Book*, "Selected Standard References: Housing and Urban Renewal," for more complete list.

Public Works

Municipal Public Works Administration. International City Managers' Association, 1313 East 60 Street, Chicago 37. Fifth edition, 1957. 449pp. \$7.50. An ICMA training manual. Organization and management, streets, sewers, water supply and distribution, refuse collection and disposal, equipment management, planning, cost accounting, public relations, and other phases of public works.

Refuse Collection Practice. Committee on Refuse Collection, American Public Works Association. Public Administration Service, 1313 East 60 Street, Chicago 37. Second edition, 1958. 562pp. \$8. Sixteen detailed chapters on every aspect of refuse collection: routes, organization, equipment, reporting, cost accounting and budgeting, performance standards, and so on. Appendices include typical ordinances, statistical data from 89 cities, and a bibliography. Well illustrated.

Street Cleaning Practice. Committee on Street Sanitation, American Public Works Association. Public Administration Service, 1313 East 60 Street, Chicago 37. Second edition, 1959. 424pp. \$7. Organization, management, planning, equipment, budgeting, snow and ice control, and other areas. Appendices include typical ordinances and detailed statistical data on street cleaning practices in 100 selected cities.

See current *Municipal Year Book*, "Selected Standard References: Public Works," for more complete list.

Public Utilities

Many books and reports have been published on public utility law, economics, and regulation, but only one is known to provide general administrative background for the nonprofessional.

Transforming Public Utility Regulation: A Definite Administrative Program. By John Bauer and Peter Costello. Harper and Brothers, 49 East 33 Street, New York 16. 1950. 367pp. \$5. A useful reference even for cities where regulation is almost entirely in the hands of the state utility commission.

See current *Municipal Year Book*, "Selected Standard References: Utilities," for more complete list.

Fire

Both the references here and in the next section on "Police" should be checked because of the close relationship of the two services in communications and preventive activities.

Municipal Fire Administration. International City Managers' Association, 1313 East 60 Street, Chicago 37. Sixth edition, 1956. 442pp. \$7.50. An ICMA training manual. Covers organization, administration, communications, alarm systems, equipment, manpower, station location, personnel and financial management, fire records, and other phases of the fire service. An appendix reproduces in its entirety the grading schedule of the National Board of Fire Underwriters used for fire insurance purposes.

An Analysis of Revisions Made in the Grading Schedule of the National Board of Fire Underwriters. By John Kerstetter. American Municipal Association, 1612 K Street, N.W., Washington 6, D.C. 1957. 35pp. \$1.50. City officials should be familiar with the grading schedule used by the National Board because of its effect in setting local insurance rates. This publication provides a critical checklist.

Volunteer Fire Departments. National Fire Protection Association, 60 Batterymarch Street, Boston 10. 1958. 72pp. \$1. Of value to the many smaller cities interested in establishing better organization and procedures for volunteer departments and combined volunteer and paid departments.

See current *Municipal Year Book*, "Selected Standard References: Fire," for more complete list.

Police

Municipal Police Administration. International City Managers' Association, 1313 East 60 Street, Chicago 37. Fifth edition, 1961. 545pp. \$7.50. An ICMA training manual. Organization, management, personnel, patrol, police services for juveniles, crime investigation, vice control, traffic control, records, communications, public relations, and other police services.

A Frontier of Municipal Safety. By Charles S. James. Public Administration Service, 1313 East 60 Street, Chicago 37. 1956. 169pp. \$4. Manual on how to set up and operate an integrated fire-police department: organization, management, training, equipment, command procedures, communications, and records.

Police and Fire Integration in the Small City. By Charles S. James. Public Administration Service, 1313 East 60 Street, Chicago 37. 1955. 84pp. \$2. Companion volume to *A Frontier of Municipal Safety* with special application to an integrated fire-police department in the small city.

Public Emergency Communications Systems for Cities. International City Managers' Association, 1313 East 60 Street, Chicago 37. 1956. 27pp. \$2. Brief review of recent developments with emphasis on the leased telephone system for reporting fire, police, and other emergency calls.

See current *Municipal Year Book*, "Selected Standard References: Police," for more complete list.

Traffic and Transportation

Better Transportation for Your City: A Guide to the Factual Development of Urban Transportation Plans. Public Administration Service, 1313 East 60 Street, Chicago 37. 1958. 112pp. \$5. Designed to help cities and metropolitan areas develop over-all plans for balanced improvement of all forms of local transportation. Check the *Municipal Year Book* under "Sources of Information: Traffic" for the 17 procedure manuals to be used in conjunction with this book.

How To Get the Most Out of Your Streets. Chamber of Commerce of the United States, Washington 6, D.C. 1954. 51pp. \$1. Excellent reference, especially for smaller cities, on low-cost steps that can be taken to improve automobile traffic conditions. Covers traffic control, parking, directional signals, curb and pavement markings, and similar measures.

Parking. By Robert H. Burrage and Edward G. Mogren. Eno Foundation for Highway Traffic Control, Saugatuck, Connecticut. 1957. 401pp. Free to public agencies. Helps in developing both on-street and off-street municipal parking programs.

Traffic Engineering Functions and Administration. Prepared by Joint Committee of the American Association of State Highway Officials, American Public Works Association, and Institute of Traffic Engineers. Public Administration Service, 1313 East 60 Street, Chicago 37. 1948. 137pp. \$2.50. Good introduction to the subject.

Transit Modernization and Street Traffic Control. By John Bauer and Peter Costello. Public Administration Service, 1313 East 60 Street, Chicago 37. 1950. 271pp. \$5. Proposed program for municipal improvement of mass transportation and traffic control.

Urban Transportation Administration. By Thomas J. Seburn and Bernard L. Marsh. Bureau of Highway Traffic, Yale University, New Haven, Connecticut. 1959. 134pp. \$3. Specific recommendations for organization of a municipal transportation department to handle traffic engineering, off-street parking, public transit, street design and construction, and street maintenance. Gives particular attention to coordinated planning and development.

See current *Municipal Year Book*, "Selected Standard References: Traffic," for more complete list.

Recreation

Municipal Recreation Administration. International City Managers' Association, 1313 East 60 Street, Chicago 37. Fourth edition, 1960. 409pp. \$7.50. An ICMA training manual. Covers organization, management, personnel, finance, facilities, programs, and services. Gives particular attention to services for older people, young married adults, the physically handicapped, and other hard-to-reach groups.

Guide for Planning Recreation Parks in California. Prepared by the California Committee on Planning for Recreation, Park Areas, and Facilities. Documents Section, State Printing Division, Sacramento 14. 1956. 77pp. \$2. Among the many publications on recreation planning, this one is recommended because of the attention it gives to metropolitan and regional development.

See current *Municipal Year Book*, "Selected Standard References: Recreation," for more complete list.

Education

Administration of American Public Schools. By Harlan L. Hagman. McGraw-Hill Book Company, 330 West 42 Street, New York 36. 1951. 428pp. \$5.50. Good introduction to school administration and management.

School Needs in the Decade Ahead. By Roger A. Freeman. The Institute for Social Science Research, 917 Fifteenth Street, N.W., Washington 5, D.C. 1958. 273pp. \$5. A highly controversial documentation of how school costs can be drastically reduced without affecting the quality of education. Recommended reading even for the many cities where schools are not a part of the city government.

See current *Municipal Year Book*, "Selected Standard References: Education," for more complete list.

Public Libraries

The Effective Location of Public Library Buildings. By Joseph L. Wheeler. Graduate School of Library Science, University of Illinois, Urbana. 1958. 50pp. \$1. Useful criteria for locating and relocating main and branch libraries.

(1) *Public Library Service: A Guide to Evaluation With Minimum Standards.* 1956. 74pp. \$1.50. (2) *Costs of Public Library Service in 1959.* 1960. 15pp. 75 cents. (Both reports for \$2.)

American Library Association, 50 East Huron Street, Chicago 11. Perhaps the best statement of standards and goals yet made by any professional organization. Well-reasoned and persuasive.

See current *Municipal Year Book*, "Selected Standard References: Libraries," for more complete list.

Municipal Law

The Law of Civil Service. By H. Eliot Kaplan. Matthew Bender and Company, Albany 1, New York. 1958. 440pp. \$11. Useful for (1) drafting a civil service ordinance and personnel rules and regulations, and (2) reference in municipal litigation involving promotion, demotion, suspension, dismissal, or other personnel action affecting a city employee.

Municipal Law. By Charles S. Rhyne. National Institute of Municipal Law Officers, 839 Seventeenth Street, N.W., Washington 6, D.C. 1957. 1125pp. \$22.50. The only relatively brief, over-all reference of its type.

See current *Municipal Year Book*, "Selected Standard References: Law and Courts," for more complete list.

Periodicals

The following is a selected list of periodicals in public affairs, business, management, and general administration. They have been selected for their usefulness to the chief administrator. Each periodical is listed with the following information: title, frequency of publication, annual subscription rate, name and address of publisher, and a brief annotation. The current *Municipal Year Book* should be consulted for additional periodicals in the appropriate "Sources of Information" sections. It is frequently helpful to start a clipping file on articles to be retained for reference.

Public Affairs

These journals are of a broad general nature and treat not only of administration but also of the political and social spectrum. They are valuable in broadening the perspective and knowledge of city officials in national and international affairs.

The Atlantic (formerly *Atlantic Monthly*). Monthly. \$7.50. Atlantic Monthly Company, 8 Arlington Street, Boston 16. Timely articles in politics, economics, and social affairs. A regular feature is the "Atlantic Report on the World Today."

Harper's. Monthly. \$6. Harper and Brothers, 49 East 33 Street, New York 16. Concentrates on contemporary history, politics, science, literature, and the arts. Fiction is included, but this magazine attempts primarily to chronicle the pattern of ideas, social attitudes, trends, and politics of the United States.

Newsweek. Weekly. \$6. Weekly Publications, Inc., 444 Madison Avenue, New York 22. Well-written and thorough review of news in international affairs, national government, business activities, science, sports, theater, and other fields. Includes signed columns written by specialists in international affairs, military and naval affairs, business trends, and other subjects. Either *Newsweek* or *Time* (listed below) is valuable for providing fuller reports on national or international affairs than can be obtained from most daily newspapers.

The Reporter. Fortnightly. \$6. Fortnightly Publishing Company, 136 East 57 Street, New York 22. Covers significant national and international events in government, economics, and sociology. Good background articles on foreign affairs.

Time. Weekly. \$7. Time, Inc., Time and Life Building, New York 20. Covers international affairs, national government, business, education, science, and other subjects. Covers the week's news, including background and interwoven editorial commentary. Like *Newsweek* (listed above), *Time* is valuable for supplementing the information on national and international affairs available in most daily newspapers.

U. S. News and World Report. Weekly. \$6. United States News Publishing Corporation, 2300 N Street, N. W., Washington 7, D. C. Stresses national and international affairs, business news, general economic subjects, and forecasts of government and business programs. Gives particular attention to texts of significant government reports, Congressional hearings, and major speeches.

Business

Two periodicals are valuable for the municipal administrator who wishes to keep posted on the latest developments in the business field. He will find them especially useful in assessing his own organization and in dealing with industrial and business leaders in his community.

Business Week. Weekly. \$6. McGraw-Hill Publishing Company, 330 West 42 Street, New York 36. Timely facts concerning labor, marketing, finance, production, and management. Feature articles on individual executives, business trends, government regulation and control, new products, and practices and programs of individual companies.

Harvard Business Review. Bimonthly. \$8. Harvard Graduate School of Business Administration, Soldiers Field, Boston 63. Articles in the broad fields of marketing, finance, labor relations, production, management, business ethics, and government-business relations. Well written and well edited. An excellent periodical for broadening the perspective of any administrator.

Management

The following journals deal with two aspects of executive work in government and industry: (1) development of policies and plans, and (2) implementation of these policies through production, marketing, and publicizing.

Advanced Management. Monthly. \$8. Society for Advancement of Management, 74 Fifth Avenue, New York 11. Articles on administrative management in business.

The Management Review. Monthly. \$7.50, members; \$12.50, nonmembers. American Management Association, 1515 Broadway, New York 36. General articles on business management. Features a section, "Business Digests of the Month," with condensed versions of business articles that have appeared in many other magazines.

Public Administration Review. Quarterly. \$10. American Society for Public Administration, 6042 Kimbark Avenue, Chicago 37. Articles of value for students and practitioners interested in the administrative process. A good companion journal to *Public Management* since its main emphasis is on general aspects of administration. Covers all levels of government.

Public Management. Monthly. \$4. International City Managers' Association, 1313 East 60 Street, Chicago 37. Devoted principally to municipal administration. Many of the articles also are of interest to city councilmen and department heads.

General Administration

Nine periodicals are listed under this heading. Five cover general developments in state, county, and municipal government, and in related fields such as citizen participation in government and developments in metropolitan areas. They are: *American City*, *American Municipal News*, the *County Officer*, *National Civic Review*, and *State Government*.

The other four periodicals provide current information on the staff services that are the most important to the chief administrator: finance, planning, and personnel. These are: *ASPO Newsletter*, *Journal of the American Institute of Planners*, *Municipal Finance*, and *Public Personnel Review*. Additional periodicals in these and other professional fields are listed in each edition of the *Municipal Year Book* in the appropriate "Sources of Information" section.

American City. Monthly. \$4. Buttenheim Publishing Corp., 470 Park Avenue South, New York 16. Particularly valuable for short articles on operating methods and procedures for public works services.

American Municipal News. Semimonthly. \$10. American Municipal Association, 1612 K

Street, N.W., Washington 6, D.C. Newsletter with information on municipal government and administration, especially federal developments affecting cities. Valuable for timely developments in the field, particularly on the federal level.

ASPO Newsletter. Monthly. Included in membership. American Society of Planning Officials, 1313 East 60 Street, Chicago 37. Provides current information on planning projects and events of major importance, significant court decisions, and carefully selected bibliography.

The County Officer. Monthly. \$6. National Association of County Officials, 1001 Connecticut Avenue, N.W., Washington 6, D.C. Articles and current news of interest to county officials.

Journal of the American Institute of Planners. American Institute of Planners, 2400 Sixteenth Street, N.W., Washington 9, D.C. Articles on general aspects of public planning, including policies, education, professional standards, urban design, and techniques.

Municipal Finance. Quarterly. \$2.50. Municipal Finance Officers' Association, 1313 East 60 Street, Chicago 37. Good articles on local financial administration. Each issue is a symposium on capital budgeting, special assessments, long-term financial planning, and other phases of municipal finance. Each issue should be retained for permanent reference.

National Civic Review. Monthly except August. \$5. National Municipal League, 47 East 68 Street, New York 21. Covers general field of local government. Of particular interest are articles and news notes on metropolitan area and council-manager developments.

Public Personnel Review. Quarterly. \$6.50. Public Personnel Association, 1313 East 60 Street, Chicago 37. Articles on all phases of public personnel administration. Good book reviews and article abstracts from other professional journals.

State Government. Monthly. \$5. Council of State Governments, 1313 East 60 Street, Chicago 37. News on state government and administration and the relationship of states with municipalities and the national government.

State Municipal League Journals

League journals are published in 33 states (four in Pennsylvania), and several others publish newsletters. These journals carry articles on current administrative problems, news notes, and accounts of league activities. It is of course a "must" for the administrator to review the state league journal or newsletter covering his own state. The quality of some of these magazines is improving, and it is hoped that most or all eventually will be on the level of service and quality which most professional and technical journals have achieved. A complete list of these journals can be found in the current *Municipal Year Book* in the section on "Sources of Information: General."

Sources of Statistical Data

The *Municipal Year Book* is the primary sources of statistical data on personnel practices, city finances, planning and zoning, police and fire manpower, and many other phases of municipal administration. Individual-city tables on these and other subjects are presented in each edition for cities over 10,000 population. In addition the *Year Book* provides references to other sources of statistical data in the sections on "Sources of Information" for general government, finance, personnel, public works, and other subject areas. Most of this information comes from two sources: (1) reports issued by the Bureau of the Census, the Public Health Service, the Office of Education, and other federal agencies; and (2) reports issued by trade and professional associations.

Census reports are especially helpful, and the most important ones for cities are listed in various sections of the *Year Book*. The 1960 Censuses of Population and Housing will provide a wealth of data on many facets of urban life. Most of the generalized population data are available now through advance reports. Other general statistics on population and housing will be issued during the first six months of 1961. Detailed statistics and final reports on population and housing will be issued in the last half of 1961 and in 1962.

The 1957 Census of Governments provides useful information on governmental units, urban

and metropolitan areas, governmental finances, employment and payrolls, property assessments, and other data for states, counties, metropolitan areas, cities, school districts, and other governmental units. The next Census of Governments will be conducted in 1962.

The most important census statistics for municipal administrators are those on population, housing, and governments. Information on reports issued and reports scheduled can be obtained at any time from the Bureau of the Census, Washington 25, D. C., or from any field office of the United States Department of Commerce.

Other Sources of Information

This section provides a brief review of services provided by professional organizations, private consultants, the federal government, state governments, state municipal leagues, university research bureaus, and local sources.

Professional Organizations

Twenty-three national professional organizations of municipal officials provide research and information services for city administrators and other officials. In addition to membership services, these organizations provide research and inquiry services, issue many publications in their fields, and conduct annual conferences. Some provide subscription services such as Management Information Service conducted by the International City Managers' Association and Planning Advisory Service conducted by the American Society of Planning Officials. The work of these organizations has been described in detail in MIS Report No. 149, *Professional Organizations of Municipal Officials*, issued in June, 1956.

Private Consultants

Most cities have occasional need for the professional and technical services provided by the highly specialized staffs of private consulting organizations. These consulting services are as diverse as the activities of municipal governments. The ones most often needed by city governments are general management, personnel classification and pay, accounting installations and other phases of finance administration, property revaluation, city planning studies, and architectural and engineering reports, studies, and plans. Guidance on the selection and use of private consultants is found in MIS Report No. 88, *When and How To Use Outside Consultants*, issued in May, 1951.

Federal Government Services

Federal services for cities are especially helpful in three areas:

1. Statistical data are available through many federal departments and bureaus on airports, population, housing, governmental finances and employment, police, highways, education, libraries, and public health. Often these data are in sufficient detail to provide city officials with information on individual cities in their own states.
2. Many federal agencies publish model ordinances, and the subjects include such fields as airport zoning, building and housing codes, health standards, plumbing and electrical codes, sanitation, traffic regulation, and smoke abatement. These ordinances are outstanding in technical content even though adaptations have to be made for compliance with state and local legal requirements.
3. Grants and loans are available to cities for many purposes including airports, grade crossing eliminations, hospitals, public housing, water pollution control, and slum clearance and urban redevelopment.

These and other federal services are classified and described in *Federal Activities Helpful to Communities* (Government Printing Office, Washington 25, D. C. 1958. 40pp. 20 cents.).

Equally helpful is a report recently published by the American Municipal Association entitled *Federal Technical Assistance and Grant Programs of Interest to Local Governments* (AMA, 1612 K Street, N.W., Washington 6, D. C. 1960. 28pp. \$3.). This report briefly describes the more

important federal programs for cities; the administering agency; grants, aids, and loans currently available; qualifications for federal assistance; and where and how to apply. AMA plans to revise and reissue this report annually.

State Government Services

Many services are available to municipal officials through one or more departments or bureaus of the state government. Information and advice often can be secured on examinations, classification, and other personnel problems from the state personnel agency, on planning and industrial development from the state planning board or commission, and on health, welfare, and finance from the respective state departments.

State Municipal Leagues

Forty-six different organizations operate in 44 states to provide research and inquiry services for their member cities. Most of the leagues publish journals or newsletters, compile model ordinances, and handle inquiries on legal and technical questions. A few leagues also provide field consulting services for member cities.

University Research Bureaus

One of the most diverse sources of information and assistance is found in university-affiliated research bureaus. Most important for cities are the variously titled bureaus of governmental research. All conduct research, issue reports, and handle inquiries. Many, operating independently or with state leagues of municipalities, provide speakers and films on local government, sponsor short courses and other types of in-service training, and hold meetings and conferences on local government problems. A few provide field consulting services, notably the Municipal Technical Advisory Service of the University of Tennessee.

The major university research bureaus in government and public administration are listed in the Governmental Research Association's *Directory of Organizations and Individuals Professionally Engaged in Governmental Research and Related Activities* (GRA, 684 Park Avenue, New York 21. 1960. \$5.).

Most state and privately endowed universities also have research bureaus in other subject areas such as business, economics, transportation, industrial relations, and agriculture. Occasionally the publications and services of these bureaus are useful for cities. A complete and up-to-date listing of all types of university research bureaus in the United States is contained in *Directory of University Research Bureaus and Institutes* (Gale Research Company, Detroit 26. 1960. 119pp. \$20.).

Local Sources

In many cities information and consulting services can be obtained from a wide variety of local groups, including bureaus of municipal research, chambers of commerce and taxpayers' associations, school boards, county government agencies, central labor councils, and service clubs. Some of these groups have occasion to gather statistical data and other information for their own purposes which they will make available to others on request.

The Governmental Research Association directory mentioned above lists local bureaus of municipal research, state and local taxpayers' associations, research departments of chambers of commerce, and other state and local research agencies.

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